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21 August 1953

MEMORANDUM FOR: Colonel White

SUBJECT : Personnel Ratios

1. The Industrial Relations Center of the University of Minnesota conducted a survey of personnel ratios--representing the number of persons employed in personnel work per hundred employees--for various industrial and business categories for 1953. The results are published in the July 1953 issue of Personnel, a publication of the American Management Association. The survey findings are based on 563 replies received from approximately 900 questionnaires mailed to persons identified as "top personnel managers" included on the Center's mailing list.

2. The study reports that the over-all arithmetic average ratio for all industrial groups is .74 (i.e., .74 of one personnel man). The median (a more reliable measure for these data) is .80. The ratio for individual types of companies is shown on the accompanying table. Studies of previous years yielded the following average ratios: 0.81 in 1948; 0.87 in 1949; 0.87 in 1950; 0.75 in 1951; and 0.61 in 1952. This year's survey, therefore, shows a substantial reversal of the trend toward lower ratios.

3. For purposes of the study, the personnel ratio was defined as the number of professional, technical and clerical staff members reporting to the head of the Industrial Relations Staff--per hundred employees. Using this same definition, the CIA ratio would be [REDACTED]

4. Comparison of ratios in business and government is bound to be inconclusive. Even a comparison between CIA and other government agencies would prove little more than that our ratios are far higher. Personnel functions here are, of course, much different in many respects from those carried on by most other agencies. Where CIA must support a large recruitment staff, other agencies make appointments mainly from lists supplied by the Civil Service Commission. The sizeable trial and error which the security factor imposes upon the selection

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of CIA recruits represents another unusual aspect in this Agency's personnel work. Nevertheless, it is significant that Congress has legislated a quota of one personnel worker to every 115 employees, which is in force in numerous Federal agencies. For every 100 employees, this represents a ratio of 0.86.



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